

KANSAS CITY DISTRICT'S NEWS MAGAZINE

HEARTLAND ENGINEER



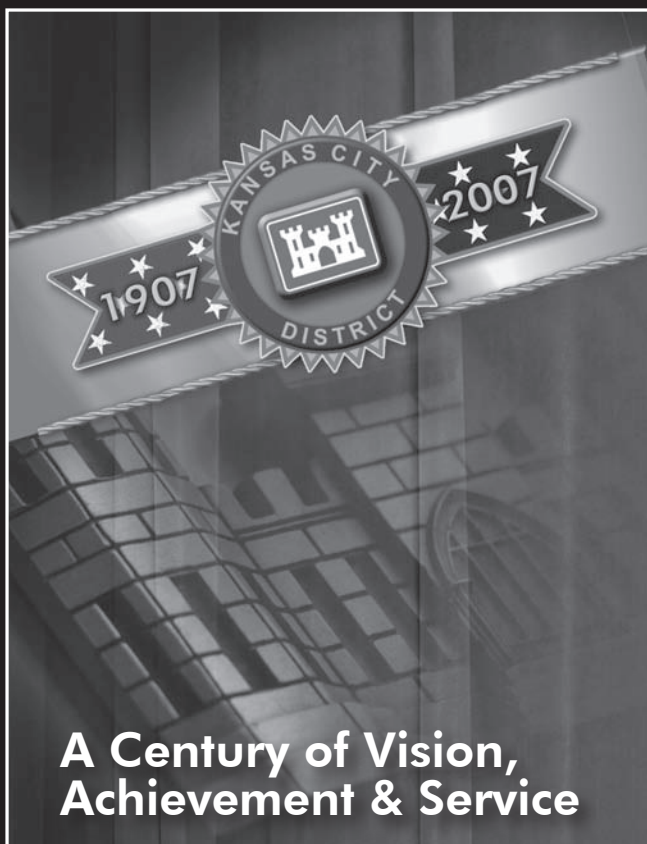
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JUNE 2007

The
Kansas City District celebrates
100 years
of service to the Nation



A CENTURY OF VISION, ACHIEVEMENT & SERVICE



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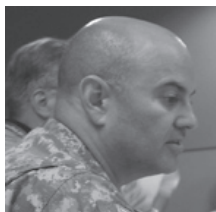
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ON THE COVER: COL Michael Rossi, District Engineer and dignitaries celebrate the Kansas City District's 100 years of service to the nation. Photo by Scott Robben



Kansas City Family,

As I give up command of this great District -

My wife Robin and I just want to thank each of you for the past three years. It has been an honor and a joy serving you and I cannot express adequately the pride I feel for all you have accomplished for our great Nation.

You all have made me better by your spirit, your professionalism, and your daily example – a better engineer, a better soldier, and a better leader.

We all are blessed to have a super leader take charge tomorrow, Colonel Roger Wilson – give him your absolute best. Continue making a difference to this country and our Corps every day.

Until we meet again, forevermore a Heartland Engineer,

Colonel Mike Rossi
Commander Kansas City District





1938-1947

The fourth decade of the

Kansas City District

World Events

1938

- Flood Control Act approves “the general comprehensive plan for flood control in the Missouri River basin” with reservoirs to be selected by the Chief of Engineers. The plan for dams integrates a program of local urban protection works.
- The Kanopolis project is the only one initiated under this unusual “blanket authority” clause.
- Congress authorizes the Secretary of War to provide additional storage capacity at flood control dams for domestic water supplies.
- Fort Peck Dam and several other projects authorized by Congress.
- The Kansas City District estimates total costs of river improvements from Sioux City to the Mississippi River at \$164 million. The district estimates that river projects completed to date have saved \$25.4 million in maintenance costs to the builders and operators of bridges, railroads, highways, power plants and other entities with a vested interest in keeping the river’s channel from sifting. Estimates show an additional \$50 million in value from land secured by “pegging down” the river’s channel, plus \$10 million in land created by river control. Benefits come to 52 percent of project cost.

1939

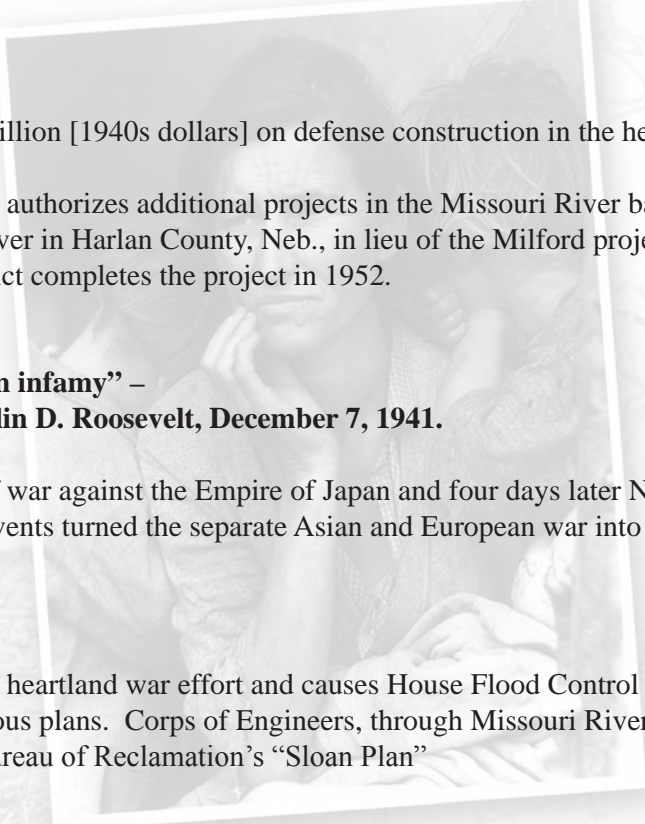
- Board of Engineers for Rivers and Harbors recommends a nine-foot by 300-foot navigation channel on the Missouri River from Sioux City to the mouth.
- Germany invaded Poland and war in Europe followed. The United Kingdom and France declared war. During the winter of 1939/1940 there was little indication of hostilities since neither side was willing to engage the other directly.

1940

- Work begins on the Kanopolis dam. It is suspended in 1942 because of the war emergency.
- Selective Service Act is passed by Congress.
- Sioux City and New Orleans Barge Lines’ first tow leaves Sioux City for Memphis port.
- COE uses launches built at Gasconade boatyard to sound channel.
- Nation’s industry tools up for full-scale war production with new facilities in the heartland region.
- Kansas City District begins design and construction supervision of the North American bomber plant and airfield in Fairfax district at Kansas City, Kan., and the Lake City and Weldon Spring ordnance works in Missouri.
- Kansas City District builds airfields and support facilities at Fort Leavenworth and at Fort Riley.

1941

- Flood Control Act of 1941 includes plans for a lake on the Republican River in Harlan County, Neb.
- Kansas City District begins design and construction of Jayhawk and Kansas ordnance facilities.
- Franklin D. Roosevelt officially assigns Corps of Engineers to military construction role.
- Kansas City District military construction program accelerates with the district made responsible for work throughout the states of Missouri and Kansas. The district opens St. Louis area office.

- 
- Kansas City District expends more than \$900 million [1940s dollars] on defense construction in the heartland during WWII era.
 - Flood Control Act revises earlier legislation and authorizes additional projects in the Missouri River basin. The revised plan includes a dam on the Republican River in Harlan County, Neb., in lieu of the Milford project, which was opposed by local interests. Kansas City District completes the project in 1952.
 - Attack on Pearl Harbor.

**“A date which will live in infamy” –
President Franklin D. Roosevelt, December 7, 1941.**

- The attack spurred the U.S. into a declaration of war against the Empire of Japan and four days later Nazi Germany declared war on the United States. The chain of events turned the separate Asian and European war into a single global one.

1943

- Flooding in lower Missouri River basin disrupts heartland war effort and causes House Flood Control Committee to request the Corps of Engineers to review previous plans. Corps of Engineers, through Missouri River Division, submits “Pick Plan,” which is merged with the Bureau of Reclamation’s “Sloan Plan”

1944

- Pick-Sloan is enacted into law as part of the Flood Control Act. It provides for construction of 316 separate project units, with 112 dams having a total storage of 107 million acre-feet of water, 2.6 million kilowatts of hydroelectric generating capacity, and hundreds of miles of levees and other flood protection structures.
- Flood Control Act contains a precedent setting statement declaring policy of Congress to recognize rights and interests of the states in water resource development, and requires consultation and coordination with affected states.

1945

- Congress authorizes, in the Rivers and Harbors Act, a nine-foot navigation channel on the Missouri River downstream from Sioux City, Iowa.
- Missouri Basin Inter-Agency Committee is established to administer integrated planning and coordination in accord with 1944 Flood Control Act.
- The atomic bombings of Hiroshima and Nagasaki. On August 15, 1945 Japan announced its surrender to the Allied Powers, signing the Instrument of Surrender on September 2, officially ending World War II.

1946

- Corps of Engineers breaks ground on Pick-Sloan authorized flood-wall project in Kansas City.
- Fish and Wildlife Coordination Act provides for consultations to prevent loss or damage to fish and wildlife at any federal or non-federal agency project operating under federal permit when the project is authorized to impound, divert or control waters.
- Water Pollution Control Act authorizes the Surgeon General to assist in and encourage studies and plans, and creation of uniform state laws to control pollution.
- Work resumes on Kanopolis Lake project. Corps officials meet with residents of the proposed Tuttle Creek dam project to discuss their objections to the dam.

1947

- Floods intensified demands for protection, but conflict between urban and rural interests delayed planning, financing, and implementation of authorized projects.
- Liberty Bend cut-off completed by Kansas City District.
- Kansas City District’s mission was reduced to civil works only.



Stacy's Recipe for Recycling

*Stacy's Recipe for Recycling
is one recipe that is worth following.*

- **Start with three parts metal, with a dash of copper and a sprinkle of brass.**
- **Add two parts of mulching with bags of leaves from neighbors and help from Dad and his chopper.**
- **Combine one part volunteer trees.**

Eleven year old Stacy Wade, daughter of Ken Wade, Kansas City District, Operations project manager at Perry Lake, has received awards and recognition for her efforts to reuse, recycle and reduce.

Stacy and her father recycle together which leads to them spending quality time together as a daughter father team. The Wade family started recycling when Stacy was just five years old.

Their effort has spread throughout their neighborhood. Neighbors bring materials such as stoves, refrigerators, air conditioners, cans and even a small truck, to the Wade's garage where they then disassemble the items and organize the different metals into five gallon buckets.

“I wanted Stacy to build some responsibilities at a young age and have her understand the value of the dollar,” Wade said. “At the same time we’re teaching her the value of our environment and natural resources.”

“We live in a very close neighborhood, everyone brings things to our garage; you name it they bring it to us,” he said.

The metals are then taken to the recycle center where they sell the metals such as copper, steel, cast aluminum, and brass for cash. Stacy saves around 70 percent of the money for college.

The recycling doesn't stop there. Stacy and her father also collect yard waste from around the neighborhood and turn it into mulch that they use in their flowerbeds. The mulch is also good for replacing nutrients in the soil, conserving water and keeping the weeds down. Volunteer trees often grow in the mulch and then the trees are given out to neighbors or she sells them at garage sales and put the money towards her college fund.

The Kansas Department of Health and Environment developed the Get Caught Recycling!™ contest. As a 5th grade project Stacy entered the contest with her scrapbook titled “Stacy’s Recipe for Recycling.” Stacy was one of 20 finalists and was awarded the top prize of \$2,500 for her college fund.

Her scrapbook project focused on her recipe for recycling, details on how she recycles different metals and saves the money for college, her efforts to turn yard waste into mulch and her distribution of volunteer trees that grow from the mulch. Stacy recycled 5,703 pounds of metal in 2006.

As of July 11, 2007 Stacy recycled 5,809 pounds of metal. “We have half a year to go so it looks like it could be a 10,000 pound year,” said Wade. “This has been a great way to spend time together, and help the environment.”

Stacy has received other awards for her efforts; she was one of three student winners of a National Energy Conservation Contest, Igniting Creative Energy Challenge, sponsored by Johnson Controls Inc., Phillips Lighting and the National Energy Foundation. Stacy was awarded a trip to Hawaii and a trip to Washington D.C. While in D.C. The Wade’s attended a Congressional Reception at the Canadian Embassy, a lunch at the National Press Club with Energy Secretary Samuel Bodman being the keynote speaker, and attended a photo shoot with Kids Newsweek in front of the Capitol.



Stacy Wade and Kansas Governor Kathleen Sebelius stopped for a photo session after Stacy received a State of Kansas, Senate Resolution sponsored by Senators Laura Kelly and Stephen R. Morris. *Photo Supplied*

Stacy has received a State of Kansas, Senate Resolution sponsored by Senators Laura Kelly and Stephen R. Morris. She was able to meet Gov. Kathleen Sebelius during a special day at the Capitol in Stacy’s honor.

She has been featured by CNN, and many other local media sources, and will be contacted by ABC in the near future for an interview.



Kansas City District is celebrating a century of providing ready, responsible and relevant service to the nation. The district carries a long tradition throughout the heartland in both civil works and military missions.

The district held its 100th Anniversary Celebration and Awards Ceremony on June 15, 2007 at Theis Park in Kansas City, Mo.

The celebration was led by the Master of Ceremonies, Larry "Essayons" Myers, the National Anthem was sung by John Hunt, Pledge of Allegiance led by George Hill, and the Invocation was given by Arthur Saulsberry.

"This celebration has taken over a year to plan and put into place, we really wanted to make it a first class event," said Col. Mike Rossi.

Representatives from the offices of Senator Pat Roberts, Senator Kit Bond, Congressman Sam Graves, Congressman Emanuel Cleaver, and Congressman Ike Skelton also attended. Videos from Pat Roberts and Kit Bond were presented echoing their well wishes for the district and its employees.

"I can tell you there is no finer group than the folks at the Kansas City District; your actions have tamed rivers, created lakes, prevented floods and constructed buildings for our military installations," said Senator Pat Roberts by video message.

Representative Jason Grill, of the 32nd District presented Col. Mike Rossi and the district with a Missouri House of Representatives Resolution. Grill is the son of Clarissa Grill, Kansas City District, work force management support specialist.



By Kayla Overton

District Celebrates 100th Year of service

A CENTURY OF VISION, ACHIEVEMENT & SERVICE

Col. Mike Rossi acknowledged in his State of the District address that the state of the district is good. "In the past year alone we've executed a program of about \$800 million. We've turned over the Lewis and Clark facility at Fort Leavenworth, started work at the new headquarters of the Big Red One at Fort Riley, turned over the nations only counter explosive hazard center to defeat Improvised Explosive Devices at Fort Leonard Wood, turned over family housing units at Fort Riley and Whiteman Air Force Base, completed a new Civilian Education Center and Library at Whiteman Air Force Base, and we continue all the work we do on flood reduction projects in the Kansas City metro area."

Years of service awards were presented to employees who have worked with the Corps for 45, 35, 30, 25, 20, 15, and 10 years.

Max Roberts, Corps retiree, presented the district's Distinguished Civilian Employee Award to Gerald W. Adams who distinguished himself with more than 36 years of government service with the district.

"My greatest joy is being a part of the Kansas City District family," Adams said. "I'm honored to be recognized with all the other great people who have received this award."

The district has planned other events through out the year, t-shirts with the 100th Anniversary logo were sold, and district employees have been invited to attend the Kansas City Royals 100th game of the season. The district is also planning a Corps night with the Wizards and the Kansas City Chiefs. A coffee table book and 100th Anniversary video will be due out late September.



TRIBUTE TO THE U.S. ARMY CORPS OF ENGINEERS KANSAS CITY DISTRICT

SPEECH BY HONORABLE IKE SKELTON OF MISSOURI
IN THE HOUSE OF REPRESENTATIVES
MONDAY, MAY 21, 2007

Mr. SKELTON. Madam Speaker, the United States Army Corps of Engineers Kansas City District is celebrating its 100th anniversary in 2007. Over the last century, the people who make up the Kansas City District have provided meaningful services to the people of Missouri and of our nation.

In the early days, the Kansas City District's primary mission was to develop and maintain a navigational channel along the Missouri River to encourage barge traffic. Barge traffic remains a vital concern along the river. Since the early 1900's, barges have been critical to moving farm products to markets and to control railroad freight rates via competition along the river. This commitment to navigation has always been so very important to those of us who hail from Missouri.

The Kansas City District has also played an important role in taming the turbulent and braided Missouri River. The men and women of the District have built numerous river control structures that have stabilized banks and used the force of the river's own current to carve a stable channel. They have constructed canals and river cutoffs that changed the course of the river. At the same time, they have offered easier navigation, opening the stream to use as a highway for goods.

In the 1930s and 1940s, the Kansas City District tackled flood control concerns and helped protect property and lives along the river and its tributaries. Because of flooding and the federal government's commitment to employ Army engineer officers returning from battle in World War II, dams were constructed along the main stem of the river and on adjacent streams. The Flood Control Act of 1944 shaped the



development of the entire Missouri River Valley region and transformed the landscape of America's heartland. The legislation authorized hundreds of dam and levy projects and established substantial changes in federal policy with regard to the management of the Missouri River. The Kansas City District played a key role in this national effort.

In addition to its responsibilities along the Missouri River, the Kansas City District operates eighteen lakes across Missouri, Kansas, Iowa, and Nebraska. It also provides additional services to the nation, both inside and outside its own physical boundaries. Recently, the District has supported the United States Army by overseeing the construction of facilities for the 1st Infantry Division at Fort Riley, KS, and of the new Lewis and Clark Classroom Facility for the Army's Command and General Staff College at Fort Leavenworth, KS.

Madam Speaker, I know the members of the House will join me in congratulating the people who have worked to make the United States Army Corps of Engineers Kansas City District a successful organization and will join me in sending thanks to them on their 100th anniversary.



PANDEMIC

Avian Bird Flu the COOP

By Thomas O'Hara

People were dying – thousands in the Kansas City Region alone! The H5N1 (Avian Flu) virus had spread from across the globe – a PANDEMIC - and it was now causing havoc and mass casualties across the United States. When members of the Federal Executive Board, representing dozens of agencies in the midwest met together June 6, at the U.S. Department of Agriculture headquarters building in Kansas City – they were dealing with life and death issues.

At least on paper they were.

It was the latest of the scenarios to be tackled by the federal partners in the Kansas City Regional Interagency Continuity of Operations Exercise (KC RICE). As directed by President George W. Bush in a National Strategy Document in November 2005, the emergency operations assets of various agencies have been planning, preparing and training for a variety of extreme events.

Members representing the command, public affairs, safety, emergency operations, information management, human resources, operations, construction and other

lanes from the Kansas City District participated in the table-top exercise.

“It was good to get everyone on the team away from all the other business going on to spend some time thinking about this event,” said Maj. Matthew Little, deputy engineer. “Historical events of this scale have really been a disaster. It’s good to spend some quality time thinking through this before the event actually happens.”

For the district, planning for a pandemic event began in the fall of 2006. Working with the FEB working group, the district adopted a FEMA template to create a district operations plan, incorporating elements required by HQ USACE.

“This table top exercise was really our first opportunity to rock drill the plan and see how it worked,” said David Hoover, National Disaster program manager for the district.

“The Pandemic OPLAN Exercise built on our existing COOP capability and prepared us for a specific

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Representatives from the Kansas City District work through scenarios to be tackled by the federal partners during the June 6 pandemic exercise.

Photo supplied



Former Nebraska Ordnance Plant site tour yields community awareness

Eyes on Environmental



Top photo - Garth Anderson, U.S. Army Corps of Engineers Kansas City District project manager explains the Former Nebraska Ordnance Plant cleanup effort to community members during a June 27 site tour.

Left photo - Ralph Vest, a contractor with Earth, Water, Soil (Native American owned small business), demonstrating to site tour visitors some of the techniques and tools for sampling groundwater monitoring wells at the site. *Photo supplied*

By Kayla Overton

Twelve community members attended a site tour at the Former Nebraska Ordnance Plant (NOP) on June 27. The NOP site occupies approximately 17,250 acres, south of Mead, Neb. The tour's purpose was to show the efforts of the Corps at the site and to let the public actually see the scope of the project. "Through public tours we are able to convey the scale of the project that is just not possible through slide presentations. It's great to be able to walk the grounds and show off our treatment plant," said Garth Anderson, Mead site project manager. The tour included multiple stops. The old landfill, a suspected mustard agent burial site was the first stop. The tour proceeds on to Johnson Creek where there are two surface water sampling locations. The tour ends up at the main water treatment plant, where the plant's operating contractor, ECC, demonstrated how they

sampled monitoring wells, the Load Line 1 air stripper, and extraction well. During World War II and the Korean War, bombs, shells and rockets were assembled at the site. Now the site is a Formerly Used Defense Site that entails contaminated soils and groundwater contamination. The Corps monitors the area through over 300 monitoring wells around the site while also using a ground water extraction and treatment system that hydraulically contains contaminated groundwater. Restoration Advisory Board (RAB) meetings are also held to encourage community involvement in the project. The next RAB meeting is tentatively scheduled for Aug. 13, 2007, at the Ashland, Neb. VFW Hall. Stakeholders of the project include property owners, community members, community leaders, the University of Nebraska and regulatory agencies.



Day of Caring

By Jennie Wilson

Corps Volunteers find their LINC to the community with Day of Caring

Thirty-three highly skilled volunteers from the U.S. Army Corps of Engineers, Kansas City District family dedicated their Saturday to enrich our community by participating in the 13th Annual Day of Caring event sponsored by the United Way and the Heartland Combined Federal Campaign.

This was the Corps 8th year at the Community LINC (Living in a New Community) on Troost.

This non-profit residential housing program provides shelter and case management services to displaced women and children for 90 to 180 days. The program serves the community by helping individuals gain independence, improve parenting skills and reduce their need for public assistance while instilling dignity, independence, and respect for themselves and others. Housing and utilities for residents at the LINC are free however they are required to save 50 percent of their income for debt reduction and future independent housing. Other requirements of residents include a stringent program of weekly classes that help them develop life skills, employment retention, budgeting and accountability for their actions. The LINC facility proudly recognizes that 98 percent of the people who graduate from their program are now able to live independently.

In past years Corps volunteers at the LINC had considerable construction projects that ranged from demolition of dilapidated balconies, to the construction of a retaining wall. This year volunteers were faced with a myriad of duties instead of one or two big projects. Their goal was to winterize and perform general repairs on five buildings. The work was tedious but not back-breaking like in years past. David Manka spent a significant portion of the day repairing and rebuilding doors and locks. Others installed insulation and filled crevasses with spray foam. Colonel Michael Rossi and Steve Iverson discovered plugged air conditioner lines that were leaking into the basement of one of the buildings and repaired them. While doing repairs and maintenance Mike Whitacre discovered several natural gas leaks that were addressed and scheduled for repair. "We got through more then we expected to get though in a day. I expected to get at least three buildings done, and we completed four out of five. This is my first year participating and the first year coordinating. I'll be volunteering again." Melissa Corkill, Corps Day of Caring Coordinator said.

The Day of Caring is the largest one day community outreach event in the Kansas City Metropolitan area involving federal, private and labor employees. This year 4,885 volunteers tackled 187 projects city wide with an estimated value of \$458,457 dollars.

"Kansas City's Day of Caring effort is the largest volunteer program in the nation and has been highlighted and revered across the country for its success," Larry Hisle, Vice President, Federated Campaigns said.

Several recent retirees showed up to lend a hand at this years' event. Mike Whitacre, Bob VanHorn, Bill Zaner and Joe Hughes. Many of the Corps family have volunteered yearly at the Community LINC since their

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Corps Day of Caring volunteers gather for a group photo before the beginning of a rewarding day. Photo by Kent Corkill



Mian Rehman and Des Goyal take a break from reinstalling a door jamb and weather stripping to make an apartment comfortable for residents and reduce utility bills.

Photo by Larry "Essayons" Myers



PANDEMIC

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hazard, pandemic influenza, which will occur and which presents some unique challenges not associated with “traditional” COOP,” said Hoover. “The exercise got us started thinking about those challenges and preparing a plan to address them.”

The pandemic crisis, different from typical emergency scenarios addressed by the COOP, provided its own unique set of challenges.

“In traditional COOP we typically would have access to a facility while in Pandemic our workforce will be affected. In traditional COOP workers’ families may or may not be affected while in Pandemic our workers’ families will be affected,” said Hoover.

Impacts on social distancing – the need to separate human beings from each other to isolate the virus – to essential operations for the district were a main concern for this type of crisis.

Lead time on preparation to address the crisis was another difference.

“In traditional COOP we usually have “no notice” while it will probably take some time for the pandemic to spread. The Pandemic OPLAN places a great deal of emphasis on our most important asset, our human capital, and our ability to carry out our Mission Essential Functions from an alternate worksite.”

The table top exercise was run in a compressed (accelerated) time, and for the most part federal agencies reviewed their plan internally. Cross-coordination of efforts would be tested in a more developed exercise.

For the district, one of the main lessons learned was the growing dependence on information technology for our day-to-day business and the impacts a pandemic would have on those operations.

“The exercise helped point out how fragile our communications and business processes really are,” said Richard Lenning, natural resources management specialist. “It also showed that our reliance on automated data systems could be both a good and bad thing particularly if the people responsible for maintaining those systems are taken out of the

picture. The exercise stressed the need for layering of responsible officials and spreading those people in several locations to avoid infection of others.”

Local control of essential support elements, many since nationalized and outsourced by the Corps in the last few years were also noted as being impacted by such a crisis.

Where would the district find local capability for certain functions if the regional solution for the mission existed in an area impacted by the virus? What is the decision matrix for the emergency operations center for a pandemic event? What were the triggers for essential decision points? These were some of the take-away questions to answer by the district team.

The KC Pandemic RICE exercise was just the beginning in the district planning for such a crisis.

“This year we plan to introduce the Pandemic OPLAN to the remainder of the Emergency Relocation Group through a tabletop exercise,” said Hoover. “In addition, we plan on providing basic information on the Pandemic OPLAN and Frequently Asked Questions to the entire NWK workforce through information posted on the intranet site.”

While the bird flu may not have yet hit the United States, it is certain that members of the Kansas City District, and the U.S. Army Corps of Engineers, are already asking themselves, “What if?”

DAY OF CARING

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introduction to this facility nearly a decade ago.

Events like Day of Caring create lasting relationships and new friendships among co-workers and the community. There are several members of the Corps team that volunteer at the LINC house other than Day of Caring. These everyday heroes who give their gift of time and expertise notably impact our community through this amazing outreach program. If you missed out on this year’s event, mark your calendar for next year. Day of Caring is always the 4th Saturday in June.

PMBOK

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The final elements of ensuring that the District successfully executes “PMBOK Driven Project Delivery” are training and certification. Training on the PMBOK is a cornerstone of my vision for implementing PMI concepts. We have provided multiple training classes on PMI to District project managers, technical staff, and supervisors over the last three years, and we will continue to provide additional sessions, as needed. We are all ultimately responsible for our own professional development and for taking advantage of available training opportunities. The formal project management training is required before an individual can sit to take the Project Management Professional test to obtain their professional accreditation from PMI. To date, the Kansas City District has 51 PMI-certified project management professionals, which is currently more than any other Corps District. PMI certification is also an important step in the new Project Management Career Development Program, which has been issued by the Project Management Community of Practice, so PMI certification will continue to be an asset to career development.

As the District moves forward with its PMBOK Driven Project Delivery corporate strategy, the benefits should be very noticeable. Projects will be managed in a cost effective, consistent, and professional manner. Project managers will be able to communicate project issues using standard terminology that will be recognizable across the Corps and across private industry. Although the PMBOK process is useful to the PDTs with their execution of a project, it is truly the American tax-payers and our customers that will ultimately see the real benefits of increased efficiency and professionalism in our work.





PMBOK Driven Project Delivery

By Steve Iverson

The use of the “Project Management Body of Knowledge (PMBOK) has been the center of discussions by Project Managers (PM’s) with their Project Delivery Teams (PDT) for several years now. But what does PMBOK really mean, and why is it so important to the Kansas City District? To answer both of these questions, it is important to understand that improved project delivery has been identified by COL Rossi as the number one goal for mission execution within the Kansas City District. Many basic management tools could be used by each PDT on an individual basis to improve project delivery; however, this would not guarantee consistency between projects and ultimately results in the inefficient use of resources. Because project management is a technical profession, I believe it is critical that our projects are managed in accordance with industry recognized standards. The Project Management Institute (PMI) is the worldwide organization that recognizes project management as a profession, that has a set of standards for how to manage projects, and that has set standards for the experience/knowledge base necessary to be an effective project manager. PMI uses and endorses PMBOK as their process. Simply put the definition of PMBOK is the sum of knowledge within the profession of project management. Use of PMBOK in executing our mission will improve project

delivery through the consistent use of processes approaches and terminology. In other words all of the PDT’s will be working from the same set of management instructions and have the same expectations in the execution of their assigned mission.

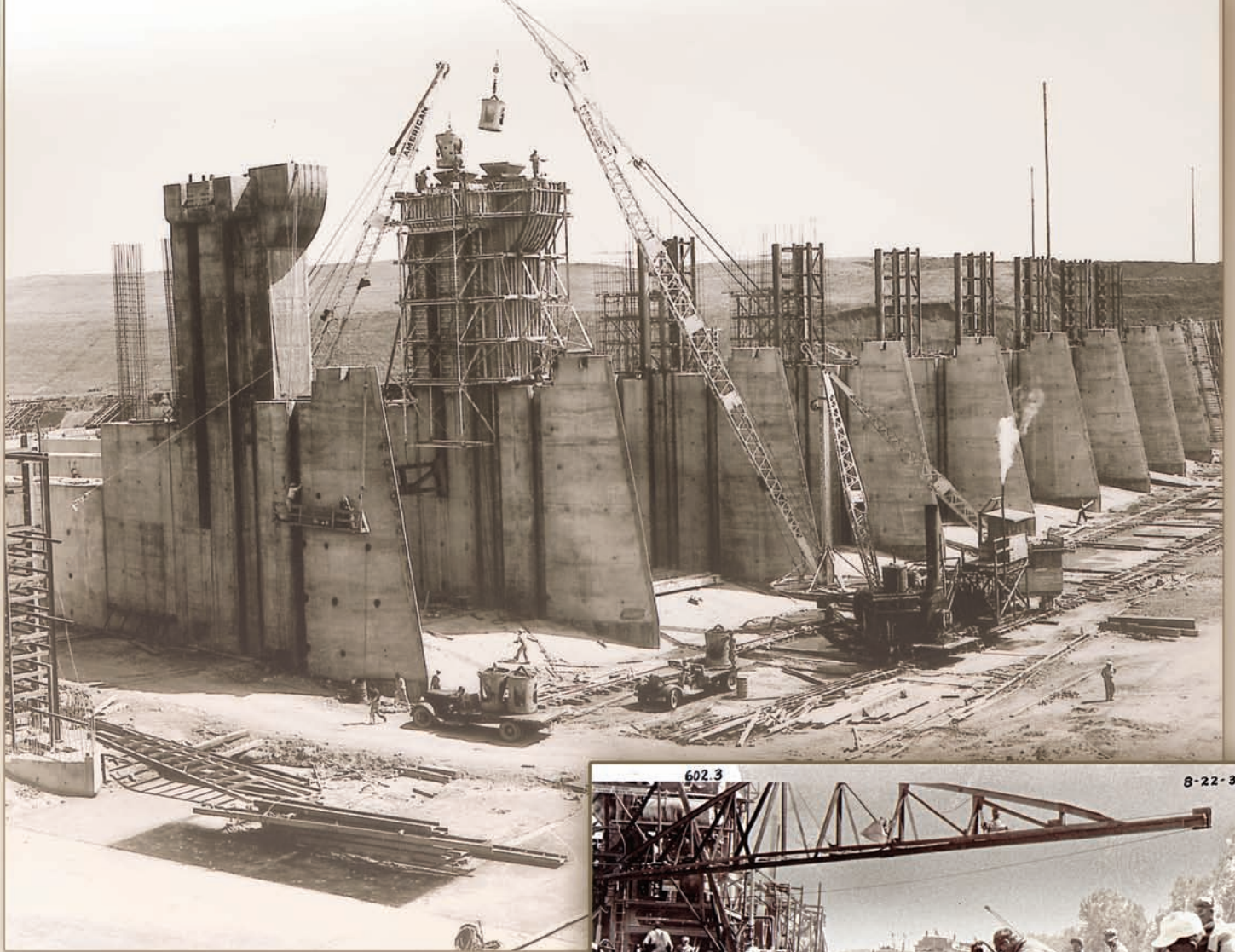
As the Deputy District Engineer for Project Management, I have the responsibility (along with support from my Branch and Section Chiefs), to ensure that PMBOK is clearly presented and implemented across the project management teams if the PDTs are to be successful. To achieve this, it is important to understand more about PMBOK than just its definition. PMBOK is centered on each project using established processes to initiate, plan, execute, control and closeout projects. PMI established these five phases but the Kansas City District is responsible for the development of the processes we use to implement all five phases of a project. This development has been ongoing for sometime and primarily consists of the District’s Business Quality Processes (BQPs). BQPs are at the heart of our project execution and continue to be living documents. Each BQP will ultimately support the five phases of PMBOK.

Another key document driven by PMI and the PMBOK process is the Project Management Plan (PMP). The PMP serves as the roadmap for each project and is authored and

endorsed by each team member. The PMP actually consists of a variety of individual plans which evaluate and document different specific components necessary to successfully execute a project. Some of these components (plans) consist of the projects charter, schedule, resources, expected quality, safety, project risks, communication, contract procurement and reporting. A “PMP Checklist” is currently being prepared to assist the PDT in the development of the PMP. This checklist will ensure that all aspects of the project are evaluated by the team and will ultimately result in the preparation of PMPs which are consistent throughout the District. The new checklist will be incorporated into an upcoming revision to BQP 5.5.01, Project Management Plans.

Presenting templates to PDTs and requiring the preparation of management plans would not be very effective unless the project managers clearly understand the PMBOK and PMI concepts. Each manager would ultimately resort to using project management techniques that they had been accustomed to using. Therefore, each project manager has the responsibility to ensure that he/she is in compliance with approved BQPs and that projects are managed in accordance with an approved PMP.

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